



ZETA IAS



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ABHINANDAN KUMAR

AIR 494

PUBLIC

ADMINISTRATION

Under the guidance and mentorship of Monish Bhawale sir, founder
of ZETA IAS and faculty for GS II, Ethics and Public Administration

**Address: 313 (third floor), 4-B Grover Chambers, PUSA Road.
Near Karol Bagh Metro station. Old Rajendra Nagar. NEW DELHI.**



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Day 3/Q1

8+3 min

The problem is to achieve the right balance between a competitive market economy and an effective state:

markets where possible; the state where necessary. Justify
your answer. (10M)

Traditionally, the state has been supposed to be all encompassing welfare state. But, the benefits of market economy made in-road into administration. The push and pull of these two school of thoughts make balancing between them difficult. **YOUR ZEAL · OUR EXPERTTISE**

Benefits of competitive market economy

→ Removes inefficiency of government

→ Brings Minimise market orientation to resource allocation

→ Adds economic objective and eases budgetary constraints on government

→ Takes up many associated activities of government reducing burden on state (Principle Agent Theory)

These benefits prompt the state to adopt market economy to the extent of possibility. For instance - in hotel business, manufacturing, telecom, etc

But, the presence of state is necessary in fields like education, healthcare, etc to provide affordable basic needs of citizens.

In light of neo-liberalism, the market has expanded to great depth. The presence of strong regulators and state become crucial to avoid monopoly and exploitation.

for instance - Telecom sector of India facing chance of duopoly.

Because of these problems, the idea of presence of state in strategic sectors make the strong case of new Right Philosophy (small but strong state)

Day 3/22

10 min + d. Smith
P

Discuss how the Public Choice Theory (PCT) promotes the concept of 'steering' and undermines the concept of 'Rowing' in visualizing effective and efficient administration. (15^{min})

PCT deals with people preferences and choices other than market. It is propounded by Olson, Mishaken,

Downs, Tullock, and many others. only mentioning their names won't help write their contributions and show how it will promote effi and effective admin

Before PCT, the state had taken role of 'rowing'. That means the state undertook all the burden of governance and market on itself directly or indirectly.

But, PCT promoted

→ Individualism : let individual decide what is good for him/her

→ Decentralisation : Better localised application

of resources.

→ Market accountability: The focus on tight fiscal
planning.

→ Institutional pluralism: competition in service delivery

→ Principle Agent Theory: state principle agent as
core and periphery by compact

→ Appropriate measuring tools for evaluation and
appraisal of bureaucrats.

These all prescriptions of PCT are tried to address

the bottlenecks of our state administration. It
Where is the content on inefficient
and effective administration

gave the 'steering' role to state i.e. indicative role.

Through various policies like FDI rule (foreign
Direct Investment), Tariff policy, Sector specific rules, etc.

state got hand on 'steering wheel' of market. For instance -
Competition Commission of India (CCI), TRAI (Telecom
Regulatory Authority of India), 100% FDI in food processing,
etc are by product of PCT in India.

This has helped in withdrawing state from
inefficient activities and focus on effective and efficient
Elaborate
implementation of core aspects of governance. /

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Day 4/21/

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in this part)

प्रश्न संख्या
(Question No.)

"To talk about regulatory framework is to talk about short governance." Analyse the statement in context of public private partnerships and identify the elements of regulation.
(10M)

New Right Philosophy (NRP) advocated stronger state but from all encompassing, the state withdrew and focussed on regulatory aspects.

Public Private Partnership (PPP)

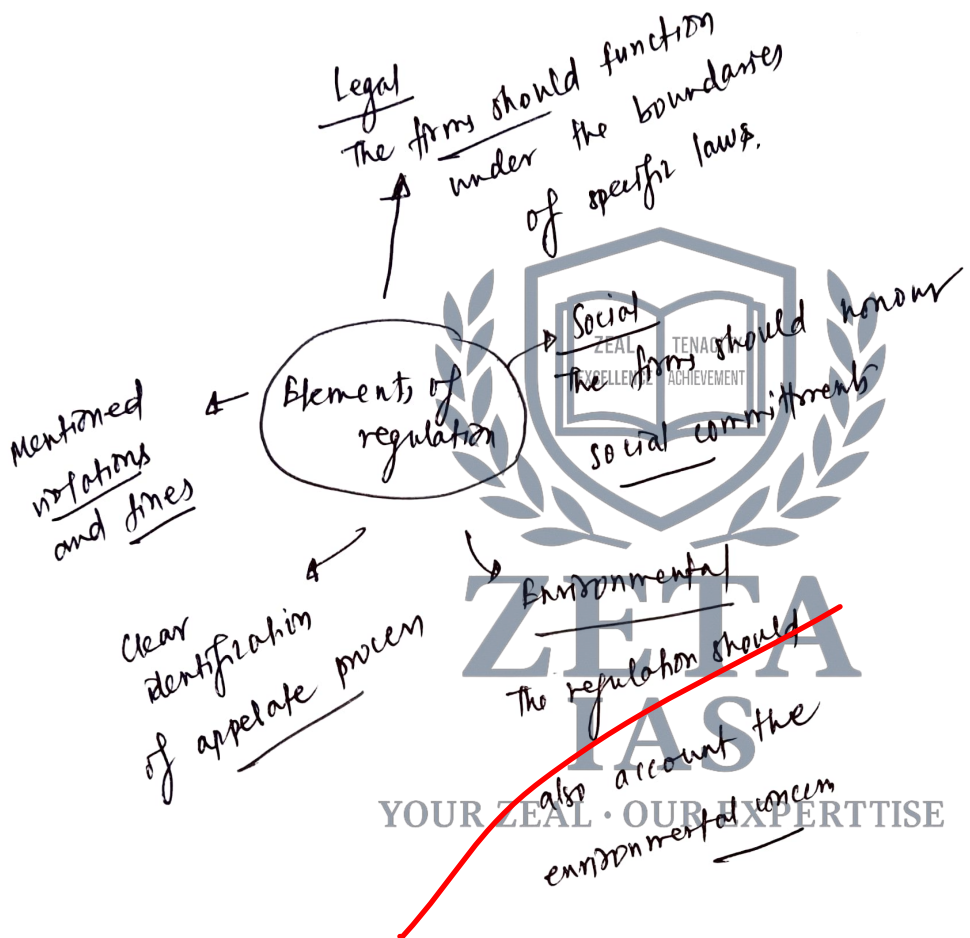
The principle agent theory envisaged the core of governance as government and periphery occupied by contractors and private firms.

This called for effective and relevant regulatory framework to achieve the objectives of state. The presence of multiple players including the government firms in PPP projects brought the need of independent regulators to ensure compliance to laws, social and environmental standards.

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So, regulation should touch all the domains of

social, economic, environmental and administrative

concerns to of market economy in new regulation and ppp

paradigm of state as regulator.

"New Public Management is dead; long live digital era of governance". comment. (20M)

New Public Management (NPM) attempted to bring market orientation to state. The management

tools and techniques like PBR, CP, etc. were meant to bring efficiency and effectiveness in administration.
Npm is about managerial autonomy Letting managers manage making managers manage

But, multi-actor nature of governance powered by digital technology gave a great leap to state from NPM settings.

Is NPM dead?

Dunleavy view is imp here

In today's digital world, the state seems to have graduated from NPM premise. The state is no longer limited to

- steering role
- economic orientation
- market accountability

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- traditional private sector management techniques of appraisal, monitoring, etc.
- The role of state in digital era evolved by
 - better penetration of government to remote location
 - better interface between other actors of governance like MNCs, NGOs, trust, private firms, etc.
 - multifaced accountability through modern real time tools of monitoring and feedback.
 - working governance redressal portal to instill service orientation among governance stakeholders.

These all indicate that the digital era governance has broken the boundaries of NPM. But, still the basic foundational premise of NPM does remain

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intact on the core of new digital paradigm
of governance.

For instance - 360° appraisal, time
bound service delivery (citizen charter), online
tracking of application (transparency), etc - aim to
achieve 3E (economy, ^{Good} efficiency & efficiency)
in governance. This remains in line with NPM
goals.

Hence, NPM is not dead but exist in
background with lots of add-on.



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Principle of analysis and principles of action were not differentiated by Taylor's scientific management. Comment. (15M)

Taylor's scientific management theory was set of principles and techniques to ensure better productivity of industrial unit.

The ideal theory would be —



But, Taylor almost clubbed both analysis and action principles on single floor. There are evident from

following —

① functional foremanship

This is technique not principles
Planning and execution process worked parallelly,

not in sequential or hierarchical manner

② One best way of doing

The motion study and time study resulted in

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finding one best way. This immediately got adopted by recruited workers for learning.

③ Division of work

Imparts on division of work between worker and managers. No specific mention of analytical activities assigned to manager.

④ Differential piece rate system

Simple tool of paying an per amount of work. No separate analysis for the basis of different pace of work output of worker.

⑤ The principle like Exception principle tried to

do little analysis of deviators and bring them to normal performers.

On exploring the scientific management principle, the principles of action remain in focus with some principles of analysis to support action.

But also write they weren't totally separated As he even talked about mental revolution Participation of managers and workers So there were elements of analysis also

His inability to give independent scope to principle of
analysis made his theory more mechanical and
parochial.

The future thinkers like L. Mayo, C. Argyris, among
others added analytic components as important
activity of organisational theory.



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In what respect is Taylor's scientific management or classical motivational theory different from the classical organisational theory expounded by Gullik, Urwick, etc? (10M)

Taylor's scientific management or classical motivational theory captured very narrow aspect of motivation i.e. money. Gullik ~~and~~ Urwick and others classical thinkers tried to broaden the horizon of administrative theory.

Taylor's scientific management (TSM)

classical organisation Theory by Gullik, and others (COT)

Multiple bosses (4 planning + 4 execution boss)

Unity of command

Span of control

power in hand of boss.

Delegation of power

shop-floor view

organisation crew with

(partial theory)

(attempted to give

comprehensive picture of organisation)

Improve more imp points missing

Refer good answer folder

Taylor considered workers follow rabbit hypothesis and are isolated beings. The classical motivation theory gave too much emphasis on money motivation (differential piece rate system).

But, classical organization theory expanded the boundaries and brought the concept of graded plant, line & staff agency, reporting, etc planning, etc in systematic organisational structure.

According to Max Weber, legal rational authority is the best and most rational authority. Discuss the aspects. (10M)

Max Weber studied three types of authorities i.e. traditional, charismatic and legal rational authority. He associated bureaucracy with legal rational authority.

Bureaucracy (legal rational authority) is most rational authority because of following —

① Impersonal

Hence this characteristic make bureaucracy bring professionalism.

② Impartiality

Away from biasedness, bureaucracy tend to

Give examples

take logical decision based on facts

③ Neutrality

Political neutrality helps bureaucracy avoid

favouritism and take economic decisions.

④ Rule bound

The written rules are usually set of best practices which usually have inherent rationality in built.

But, other two authority are hampered with

patronism, personalism, non-merit based appointment, etc.

This makes bureaucracy most rational authority.

But, in reality, the studies of Riggs, Merton, Brubaker, etc pointed out that bureaucracy (legal rational authority) may take sub-optimal and non-rational decisions due self interest and centralising tendencies.

Hence, in theory legal rational authority
Good answer keep it up
remain most rational but in practice it is yet
to reform into most rational authority /

Write in brief about the post-Weberian developments which
contested his theory on bureaucracy. (15M)

Max Weber presented bureaucracy as most efficient
and development centric tools for democracy. But,

Following post-Weberian developments present different
picture —

① Public Choice Theory

Ostrom, Mishken, Tullock and Downs pointed that
bureaucracy is anti-democracy and promotes
self interest.

② Peter Principle

P. Peter believed that bureaucrats rise to
such position where they become inefficient
and unsuitable.

③ Parkinson Law

According to this, bureaucracy expands the
work to fill the available time

④ Comparative Public Administration (CPA)

CPA studies by Biggs noted that bureaucracy
in present form is not suitable for development
in developing countries

⑤ Dysfunctional bureaucracy

Merton → He believed that bureaucracy is
is inefficient and too much rule bound.

Dickson → He associated bureaucracy with

red tapism

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⑥ Rationality

Simon warned that bureaucracy should not
attempt to be absolute rational

from above it is clear that the features of
bureaucracy like impersonal, efficient,
rational, neutral, etc associated by Weber

You have written more of
criticism than pwd
Write about
Critical theory
Phenomenological approach
Post Modern
Studies of Blau etc
Marxism

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in this part)

don't exist in reality in contemporary bureaucracy?

But, blackberg manifests by onom white, and
others supported bureaucracy as system but in
reformed setup.

Hence, post weberian developments don't
denounce bureaucracy completely but advocated
needful changes as per the dynamism of situation,

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How did Chris Argyris connect the dominant assumptions of management and the employee? (15M)

Chris Argyris is behavioural thinker who worked in participative management school

He was able to map the dominant assumptions of management with the needs of employee.

The following is the way through which management was made to serve the interest of organisation keeping in view the various aspects of employee —

① Infancy to maturity

Though, management may identify many employee as infants. But, it is again the duty of management to help them to grow to maturity through training.

② Mature employee in formal organisation

formal organisation may have reservation about

Write all his assumption first in brief

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the established procedure and way of doing particular work.

The management need to provide job enrichment and

Answer is a bit random

enlargement scope to matured employee.

Once you write assumptions

Then connect with how it affects workers performance

And reduces the productivity of the organisation

And then write what solution argyris provides to overcome this

By considering workers as mature individuals

Group training

Inter personal competence etc

④ fusion process

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The management should give way to personal

needs as well as social needs (organisational)

to operate simultaneously

⑤ Belief into action

Interpretation of belief system, management should

endeavour to make employee behave as per

the demand of organisation.

from above it can be noted that C. Argyns tried to mould
management assumptions as per the employee and
organisational need ✓



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Initially assess the contribution of Douglas McGregor.
(10M)

Douglas McGregor was a behavioural thinker who extensively studies leadership and motivation factors in an organisation.

His contribution

① Theory X and Y

He gave two leadership philosophies which manager should adopt. But, an employee can have mixed traits which would need mix of Theory X & Y

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② Scanlon Plan

McGregor believed that moving to Theory Y would make organisation more efficient. But, in routine work, theory X may be more effective

③ Conflict management

He advocated team work and collaboration between line and staff agencies. He prescribed 'working through differences' strategy to remove deadlocks.

But, practically adopting this method as work management
would not be suitable in theory

Not clear

④ Psychological integration

He noted that manager should endeavour to
adopt with respect to employee to make them
integrate emotionally with organizational goal.

But, psychological integration process for so many
employee can drain the manager's emotional budget.

⑤ Perception/Belief into action

but, many times employee try to contribute
than their belief (C. McGregor)
You have to assess
his contribution not
just list them
write properly
what are it's pro
cons

The contribution of McGregor is immense in field
of motivation and leadership
theory. Are they relevant
today
Do they help in
increasing
organisations
productivity
because of his theory were produced by
future thinkers like Argyris and contingency thinkers.

"Follett's work was not directed towards the resolution of the conflict of ideas, but towards the resolution of structural conflicts between workers and capitalists." In the light of the statement critically evaluate Follett's idea of dynamic administration. (15M)

M P Follett is dynamic administration thinker who extensively worked in the field of conflict management.

Unlike classical thinkers like Taylor, Fayol, Urwick, etc, who prescribed static/mechanical approach, she came up with organic process to reduce/resolve conflicts between workers & capitalists.

Though she gave the details about conflict management through 3 methods (Dominance, Compromise and integration)

but these were specifically aimed at structural conflict resolution which has cropped up due to application of classical mechanical procedures and principles.

Write properly what are the structural conflicts

Dynamism in Conflict resolution between capitalist and workers —

① Power with and power over

she advocated power with from traditional power over approach

② Leadership

she associated functional leadership to increase acceptance of order among workers.

How this will lead to solutions of structural conflicts connect with it

③ Method of conflict resolution

Though she believed that integration is best option but due to many limitations, other options could be adopted for time being.

④ order

The impersonalisation of order and taking order from situation is perhaps most dynamic aspect of Follett's theory.

But, despite such organic and fluid solution to account psychological elements in conflict resolution,

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her theory/work suffered from ideal prescriptions. Hence,
the practical application of her work became difficult in many
organisations.

That's why other thinkers like Likert, McGregor, etc.-
brought the acceptable concept of conflict resolution like
win-win, working through differences, etc. to effectively
bridge gap between workers & capitalists.

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Chester Barnard in 'The function of the Executive' injected 'the social' in the study of organization. Explain in this context how the executive is expected to play a much greater role than a manager. (10M)

Chester Barnard is behavioural thinker who carried forward the social and psychological elements introduced by Elton Mayo. He also brought distinction between manager and executive.

Classical thinkers saw the organisation from the lens of manager. But, Barnard added social and behavioural elements to the existing roles of manager and termed them as executives.

In following ways executive role is envisaged greater than manager →

① Common Purpose / Goal

Barnard believed that individual should also align to the one goal not through coercion but

through inducements

② Willingness to coordinate

The friendly environment of organisation could
facilitate coordination between different teams

③ Working communication channel

There should be two way channel between leader
and member.

④ Induce motivation through specific or general inducements

The managerial carrot stick policy should move to
inducements leading to contribution - satisfaction
equilibrium.

⑤ Morale

He also touched upon the responsibility of executive to
uplift the overall motivation of group.

The above are the added tasks to be undertaken by
executive to facilitate informal units of organisation. The

manager role in fact is subset of executive role as per
Barnard /

The 'Decision Making Scheme' and 'Satisfying Model' of Simon is the major component in the satisfaction model of the administrative theory. Comment (15 marks)

Simon expanded the works of Barnard in the field of decision making and satisfaction in organisation. He gave formal shape to the decision making scheme. He also modified satisfaction model to bring pragmatism.

Decision Making Scheme of Simon

① Fact and Value

Simon believed that means should be guided by

fact and value should decide end goals.

② Stages

He advocated IDC (Intelligence, Design and Choice) approach to structurally analyse at particular decision

③ Types

He also specified the importance of different approach for programmed and non-programmed decisions.

④ Rationality

He advocated bounded rationality for administrative purposes.

Satisfying model of Simon

His this model is specific case in decision making scheme.

Write more on this

He believed that absolute rationality focus in decision making may end up in frustration and non-decisiveness.

Hence, he pointed out that a limited sufficient sample space could aid in fast and useful decisions in organisation.

The limitation on time, resource and options would lead to sufficiently satisfying decision.

Why not written on admin man ,
Social man , eco man

This satisfying model was termed by Simon as Satisficing model.

In this way, Simon was able

to establish the importance of decision making in its
right shape and form. That's why the core of organisational
theory can't ignore Simon's satisfying and decision
making scheme respective of approaches (traditional,
modern or contingency).



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Day 9/02

U.P.S.C. (9 min)

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in this part)

Discuss Barnard's views on communication with respect to organization and authority. (10 m)

Barnard explored social and behavioural elements in the study of administration of organisation. He gave prime importance to communication as the backbone of behavioural basis of organisational theory.

Communication with respect to organisation

According to Barnard, communication in an organisation should have following characteristics →

- It should be authenticated
- It should be functional and always available
- The core of the channel should be strong.
- There should be two way communication.
- The process to connect should be known to all.
- To the extent possible, there should be direct channel between individual and leader.

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Communication with respect to authority →

Barnard believed that the legitimacy of authority
lie in 'how the order is communicated to subordinate'.

According to him, authority should communicate

~~message which should be~~

~~understandable to
sub-ordinate~~

Good ans

~~in line to
organisational
goal.~~

~~likable
by the
subordinate~~

~~in physical
capability
of sub-ordinate~~

Hence, the communicator should ensure that these all
messages fall within zone of acceptance.

Day 10/81

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In spite of the criticism on two factor theory it is unquestionable that Herzberg's contribution to work motivation is substantial.

Answer (20M)

Herzberg is motivation thinker who is famously known for 'two factor theory' and 'job enrichment'. His book 'Work and nature of man' was one the most influential work on motivation and management.

Two factor theory

— According to Herzberg, there are two distinct sets of factors which affect an individual in an organisation.

— They are — Motivation factors

↳ Hygiene factors

Explain two factor theory properly

— But, these factors are not opposite to one another.

In fact, they are part of separate continuum.

Criticism of 2 factor theory

His theory was criticised on basis of following—

① Methodology : The studies conducted by him was

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based on industrial engineering. Hence, it could not be universalised to all domain of public administration

(2) The two factors may not be part of different continuum in some employee

(3) He was also criticised for not recognising nature of individual to blame external environment in case of dissatisfaction.

(4) His prescription to apply hygiene factor and motivation factor separately for different set of individual could not be always right. Application of both factors of motivation can work many a times.

Despite criticism his work is substantial due to —

(a) Job Enrichment

— He advocated vertical loading than horizontal loading (by C. Argys)

— He believed vertical loading can be more motivating and less burdensome

⑥ Two factor theory

This theory consolidated on work of McGregor and Maslow.

He was able to associate lower motivation factors (physical, security, etc) to hygiene factor and

higher motivation factors (self esteem, etc) with motivation factors (satisfiers).

Hence, Herzberg's contribution to work of motivation gave needful shape to content motivation theory in 20th century.

Theories of leadership has evolved with changing paradigm and move from Trait theory to transcendental theory. Now it has drawn a full circle. Evaluate (10 m)

Theories of leadership have evolved with the evolution of public administration as a discipline and its practice.

Evolution with changing paradigm

Paradigm of dichotomy : leadership by position



Paradigm of principles : Managerial leadership based on hierarchy



Paradigm of challenge : Leadership by functionality (MP Follett) and leadership based on communication (Barnard)

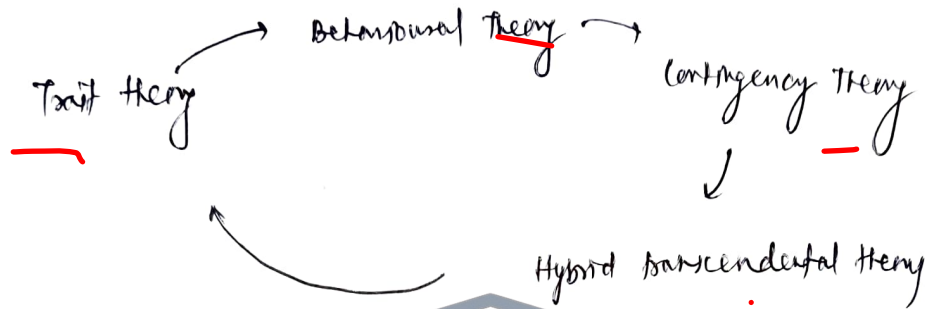


Paradigm of interdisciplinary studies : leadership based on participatory approach



Paradigm of NPA and governance : leadership based on network handling capability

Full circle of theory of leadership



→ It all started with the great man theory and modified great man theory.

→ But, the leader by birth concept (Great man theory) proved to be inadequate basis by behavioural and participatory thinkers studies. Muzgen studies and Ohio studies are evidence of this.

→ But, the changing dynamics of context of administration, brought the concept of contingency / situational theory of leadership.

→ The addition of emotive elements with situation brought

Full circle

Not explained

transcendental theory of leadership focusing higher aspects

The new theory is trans and

charismatic theory which outlines

the presence of charisma as one

of the traits in leadership

So gives credence to trait theory

and completes the circle

→ But, it was realised that programme of decision making involve leader of particular trait for effectiveness.

Hence, though not pure circle of leadership theories but the importance of starting point is fast popping up.

Day 11/01

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The government form of organisation though has professional autonomy but it lacks public accountability. comment. (15M)

The government form of organisations like Public Sector Units (PSUs), boards, company, regulators (SEBI, RBI, etc) are increasingly structured to bring professional autonomy.

The professional autonomy is being achieved

through following —

① Signing MOU between government and PSUs.

→ This enable PSUs to function independently as per market dynamics within the set boundaries of MOU terms & conditions.

② Bringing regulators by the provisions of statute.

→ The provisions of statute clearly establish interface and communication between the parent ministry/department and regulator.

Example - RBI Act for RBI

SEBI Act for SEBI, etc.

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Does this mechanism lack public accountability?

→ Because of such arrangements (as discussed above), there remains little scope of direct accountability by public.

→ This means they are not directly answerable to people. But, they are answerable to such authority mentioned / specified.

But, close scrutiny of these arrangements indicate that there is indirect public accountability

through following →

- ① Parliamentary debate Minimise this to one para
of such public organisations And then provide solutions
How it can be further improved
- ② Parliamentary committees directly summoning
the officials.
- ③ The public as stakeholder of PSUs can exercise the right in voting exercise.

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④ Public can ask details through RTI. But, again to fix accountability, they have to approach court or government

From these, it is clear that the attempt to bring some kind of dishonesty between government firms organisation and government has distorted public accountability.

But, still, there are checks and balances to fix the accountability of these organisation.

For instance - RBI explaining the reasons for breaching the inflation target set by agreement.

Departments, Boards and Commissions as forms of organisation are ~~diff~~ dissimilar in the context of accountability and responsibility. (10m)

Departments, Boards and Commissions are forms of organisation established ^{as per} to the type of function and degree of independence required in their operation.

Dissimilarity between these three in context of accountability and responsibility →

Accountability : It is concerned with post-activity.

Department	Boards	Commission
Political accountability Ex Department headed by <u>minister</u>	Hybrid/multifaced accountability Ex CPCB (Central Pollution Control Board) accountable to <u>parent ministry</u> , people, CRII societies, etc	Constitutional/ legal accountability Ex UPSC accountable to <u>Parliament</u> through its <u>annual</u> <u>report</u> . Similarly, Election Commission accountable to <u>constitutional</u> <u>mandate</u> .

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Responsibility : It is concerned with those activities assigned to agency.

Department	Board	Commission
→ <u>Direct responsibility</u> to the activities under it. (Bx) Department of roads directly responsible for <u>exp</u> quality of roads (highways) under its <u>oversight</u>.	→ Responsibility more as regulator. (Bx) - CPCB is not directly responsible for Delhi pollution. But, it should <u>endeavour</u>.	→ Responsibility to <u>assigned</u> activities or boundaries defined by them. (Bx) Responsible for proper <u>implementation</u> of MCC regulation <u>drift</u> <u>clash</u>.

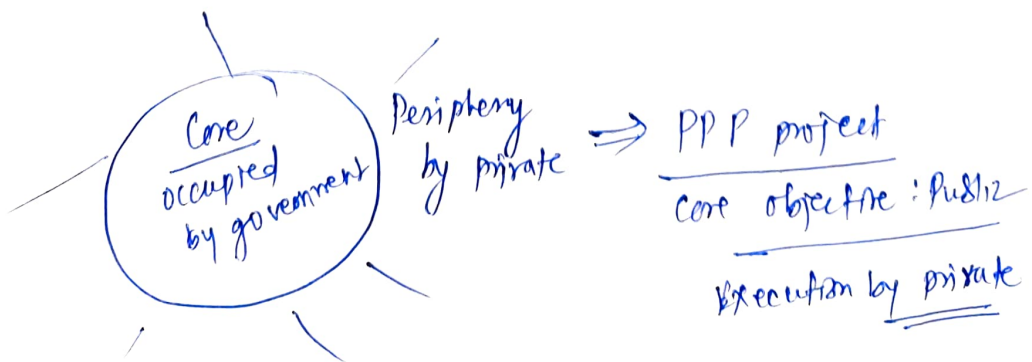
~~Though~~ There can't be water-type compartmentalisation between these forms of organisation on the context of accountability and responsibility. In fact, there exist shades of variability on accountability in these forms of organisation. /

Good ans

PPP is a government-private business venture and has gained a significant importance in India, as the country experienced a fast economic growth but the growth path is not smooth. In light of this statement, comment upon the major drawbacks encountered in the PPP based projects in India (15M)

Public Private Partnership (PPP) in simple terms is public project accomplished with the involvement of private entities.

The LPG reforms of 1990s brought economic expansion and step jump from so called Hindu growth rate. The fiscally constrained government had to adopt principle agent theory.



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but growth path of PPP projects has not been smooth due to following (drawbacks) —

① Economic

- The twin balancesheet problem reduced the capability of private entity to raise funds from market
- Even, fiscally constrained government could not support adequately.

② Legal

- non availability of comprehensive act/policy leave many critical issues at the whim and fancy of government

③ Administrative

- Delayed land acquisition or environment clearance increase the cost of project and make it not feasible as per old terms.

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न लिखें
(Don't write anything
in this part)

प्रश्न संख्या
(Question No.)

④ Rigid contracts

~~Inflexible approach~~ and no scope of mid review
of terms of contract make projects stalled or
end in legal battle

These drawbacks can be addressed through following —

Apex regulator
for the sector
of PPP

Scope of
mid-review of
contracts

Strengthening of
newly formed
development
Infra-bank (DFI)

Single window
portal for
PPP projects

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The Kelkar committee recommendation could help

in streamlining ~~the PPP projects~~ But write it's recommendation
Plus Niti aayog as well

to adopt next generation model of PPP i.e. FIAM 2.0.

(Hybrid Annuity Model)

Day 12/12/2

U.P.S.C.

Analyse the factors which govern the decision of central authority to make its field offices centralised and decentralised? (10M)

Field and head quarter relation has become contextual in today's dynamics of public administration.

Centralising factors

- The nature of work decide the centralising tendency. for instance: Policing is based on hierarchical control. Hence, its organisational structure exhibit centralisation.
Connect with hq and field
- Crucial role as regulator
for instance → RBI policy need to uniformly implemented through its regional and field offices in different parts
- Static nature → The best practice can be communicated to field agency for compliance in case of issue of certificate/ licence.

Decentralising factors

→ Dynamic field situations

for instance ~~field agency of intelligence agency~~
need to adopt situation based approach

→ Response Task force

Disaster response force ~~field agency~~ need to
empowered to take priority based rescue
and rehabilitation operation.

→ Public interface

Health department and primary health care
center ~~can't be centralised~~. ~~primary health~~
Mention gullick also
case need to adopt area specific approach
deal situation.

Hence, there is no watertight compartments of
factors which promote decentralisation and centralisation.
In fact, the relationship has become malleable as
per time and space.

Day 13/01

U.P.S.C.

Analyse judicial control over administration in context of

malfeasance, misfeasance and overfeasance. (10M)

Judicial control is one of the method to ensure
accountability and control of administration

Administrative law of land decide to great
extend the effectiveness of judicial control. For instance —
India also
judicial control is limited in France but wide in England.

MALFEASANCE

It means wrongfully doing any act or illegal
act of official

In this case, judiciary has stronger teeth to
issue directive or judgements.

For instance - In India, higher court can issue
writ

Even, courts can decide the case on
the basis of minor penal violation.

Example - DM sending information to
parents regarding inter-caste
marriage application
against the procedure. → Court penalised him.

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इस भाग में कुछ
न लिखें
(Don't write anything
in this part)

MISFEASANCE

- Doing duty but not upto the mark
- In this case, the court has very less options.
- It can set deadlines but for real effective outcome, judiciary need to understand the intricacies of Good ans
underperformance
- Since, judiciary is not expert in administration, it can't be effective controlling agency in this case

OVERFEASANCE

Over-enthusiasm and crossing the scope

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If this is done in public interest then

no purpose is served by judicial scrutiny.

But, if it goes against the public interest, the judiciary may ^{ask} order rational behind such act

Hence, it depends on the context and intent of official act which decide the extent of judicial control in administrative matters.

Day 13/R-2

U.P.S.C.

Thrust on the citizen centricity and right based approaches,
aim to empower the citizens. In light of the above,
has the administrative accountability improved?

Justify your argument. (15m)

The Governance paradigm of public administration
expanded the scope of rights. The approach
shifted from state centric to citizen centric.

Right based approach (Right to Information (RTI),
Right to Educate (RTE), Right to Food, etc.) and
citizen centricity (citizen charter, social audit, etc)
gave the right to citizens to demand what is
specified / promised.

This led to increase in choice of
citizens and also channels of grievance redressal
for deficient or unsatisfactory response or service
delivery.

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न लिखें
(Don't write anything
in this part)

प्रश्न संख्या
(Question No.)

Has administrative accountability improved?

① Provision for response within specified time

and associated fine for delay has increased

timely reply for RTI queries

② Social audit has enabled people to scrutinise

the development work. This has prompted

rational use of financial resources.

③ Citizen Charter has provided for grievance

redressal. The appeal provision has enforced

discipline in service delivery in public offices.

④ The administration is supposed to continuously monitor

running of PDS shops, mid day meals, etc. to check

hunger incidents in area.

Theoretically, administrative accountability has

become multifaced. But, non-legal backing of

social audit, top-down approach in formulation of

citizen charter, soft approach to deal with erring PDS

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have made the right based approach [follow]
on ground.

Though, administration is now responsible
to civil societies, citizens, private entity, etc, ~~the~~ but
the real accountability still lies with hierarchy
and political executives.

Doing away with the provision to prosecute
officials with government permission can give
teeth to these right based approaches.

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Q1

Examine the challenges and opportunities arising out of ~~proliferation~~ proliferation and democratization of media. (20M)

Write properly about this

Technological advancement and economic potential

have brought innumerable media mainly in digital domain (social media, youtube new channels, website media).

Improve too indirect intro

Due to such development, hegemony of a few has been removed which has led to proliferation of media industry.

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Write separately

challenges arising out of this

Democratisation

→ Misinformation from unverified news ~~provided~~ from website or youtube channel media

→ fake news tackling become difficult on social media platforms due to retweet and innumerable forwarding.

→ Can trigger social tension / riot

for instance - role of these irresponsible media
in Delhi riot.

More examples needed

→ Difficult to maintain journalistic ethics and

code of conduct due to proliferation of multi-
channel media

→ Easy to get poor news covered through
small media house but huge social media following.

→ Difficult to regulate them in present regime of
regulation of print and digital media

Opportunities arising out of it

① Rise of independent journalist : Bringing diverse
view points from remote location.

② It make difficult for anyone to manipulate
public opinion because of alternate options in plenty

③ more channels for citizen to raise voice.
for instance - The wire raising voice of people
in case of Reagen case when traditional
media kept silence

④ Better scrutiny of public policy

⑤ Better penetration of government information

The recent act and rules to soft regulate digital
media and social media can bring responsibility
among proliferation of media. Hence, they can act
in strengthening democracy of India.

Democracy is of, for & by the people, and administration is there to serve the people, thus the relationship between administration and citizens should be harmonious. Discuss mechanisms which foster citizens-administrative relations. (10M)

Administration is not a elected lot but a selected lot. But, they are controlled by a elected lot (re ministers).

Hence, they are supposed to act in public interest.

The ever increasing welfare objectives of state can be achieved effectively only when there is

harmonious relationship between implementing agency (bureaucracy) and citizens.

Mechanism to foster this relationship

① Tanta Darbar

Anyone can approach administration with his/her suggestion/complaint

② Right to Information

Through this, the transparency in functioning of administration can be ensured. Thus, bridging trust deficit gap.

③ Citizen Charter

It helps in making it clear 'what is expected and within how much time'. This helps in tackling over-expectation from public.

④ Social Audit

This helps public to verify the intend of public schemes and their effectiveness.

⑤ District Planning Committees under Article 243ZD

The citizen representative and administration on same platform help in fostering cordial relationship.

But, these mechanisms have their own limitation due to practical challenges.

Citizen-Administration healthy relationship is pre-condition for vibrant and matured democracy which India is aspiring for. /

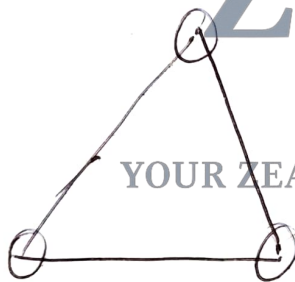
Dicey's critique of administrative law is slightly exaggerated.

Comment. (15M)

Dicey's idea of administrative law can be understood from his views on "Rule of Law".

Idea of rule of law is part of administrative law by Dicey →

1. Equality before Law



Why to start with this
Write this later

Is the qs about dicey
contribution about rule of law

3. People's right

from judicial interpretation

He was criticised for all the three dimensions. They are —

① Marxist view

→ The society has inequality. Administration trying

to follow equality in its approach can only

perpetrate inequality

→ Supremacy of law protect life and property of each individual. According to marxist view, major population

has less property. So, this is not to protect the property of bourgeoisie class.
Qs is about the critique of admin law by dicey not about his contributions only

First write what's is admin law
Then why dicey criticised droit administratif
And then write about diceys view on rule of law

And then write why his view on al is it right
Even in modern theory "Rule of law" has privileges to head of state, legislature etc

But, the above criticism is little exaggerated because of following →

① 'Rule of law' doesn't stop state to take affirmative action.

(Ex) Even in USA, there is affirmative step to support farmer.

② 'Rule of law' doesn't stop state to distribute wealth through progressive taxation.

(Ex) India's progressive taxation of different slab

③ To strengthen the hands of administration,

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certain privilege is not for individual but
for position. So that he/she can discharge duty.

(6a) Governor in discharge of official duty is not
answerable to court.

② Judicial interpretation is equally crucial in nation
having written constitution.

from above it is aptly clear that the literal
interpretation of dry work can show contradicts.

but, the spirit and intend of his 'Rule of law'
give lots of scope of accommodation and flexibility
as per contemporary need of administrative law.

Missed the crux of the qs

Day 16 / 12

U.P.S.C.

49

Delegated legislation is a necessary evil in democratic
governance. (10M)

Delegated legislation is the subordinate legislation formed
by sub-ordinate authority as per the provisions of parent
law made by primary legislative agency (Parliament in
case of India).

In India, administration is tasked to perform
delegated legislation work. It is necessary evil because
it is essential as well as it has issues.

Necessity of delegated legislation

→ Limitation of Parliament

- Parliament can't spend that much time to
formulate detail of laws.

(for instance) - CAA law made by Parliament and its rule
to be made by administration.

→ Limitation of legislature

The MLA/MPs are not expert rather most of them
doesn't have accumen to make law.
Hence, primary law include structure/intent

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→ Dynamic governance

The evolving and fast changing technology and market call for responsive rules/laws. This can be achieved through administration as repealing, amending etc easy.

→ Bottom up/decentralised administration

Customisation as per space and time can be done.

It is ent due to following problems →

- ① chances of crossing the boundary of parent law
- ② Favouritism in law/rule making to support unhealthy relations between business, politics & bureaucracy
- ③ formulation of rules to continue status-quoism
- ④ Ivory tower approach can lead to indifferent delegated legislation.

The issues can be tackled by better oversight by

Judiciary and parliamentary committees etc. Write what should be safeguards to tackle the evil in dl

rules/procedure. In this coning, paradigm of Artificial

Intelligent powered governance, delegated legislation is crucial.

No science of Public Administration is possible unless there is a body of comparative studies for which it may be possible to discover principles and generalities that transcend national boundaries and peculiar historical experience. Discuss. (20 M)

The aspiration to make study of public administration science like has started from W. Wilson time.

Over a century, making science of public administration has been attempted by many classical and behavioural thinkers.

The importance of comparative studies in making science of public administration can be understood if we understand the lacunae of earlier efforts.

Science of Public Administration

It implies making theories more rational, logical, deterministic, follow cause-effect relationship and follow end-means relation.

Lacunae of earlier efforts

① Classical approach

They were more parochial and ~~partial~~ partial.

② Shop floor studies Improve looks generic
Studies

② Human Relation & Behavioural approach

Not extensive comparative approach, from one-to-two
study extended the idea to whole spectrum of administration

Need for comparative study body

① It can help in finding the foundational values
of public admin. Why to write so much background

② It will help in separating deterministic and
uncertain element of administration.

③ It will help in freeing theory from being biased
from historical experience.

④ It can enable thinkers to arrive at consensus
on common governing principles which

effectively relate input and output of public administration.

So, there is no doubt that making science of public administration as pre-requisite requirement of transboundary comparative studies. But, even comparative study in past (even from 1900s to 1980s) could n't make it science like

Ans remained at background level only

Hence, rather to make public administration science

like, better to keep it with its own unique features./

"Comparative Public Administration started with no paradigm of its own and developed none. (Comment. 10m)

Comparative Public Administration (CPA) studies were led by W. Riggs in 1960s and 1970s.

CPA started no paradigm of its own.

→ CPA started on the premise that paradigm of public administration till that time remained USA centric and idiographic approach case by case.

→ Hence, CPA start itself is linked to the criticism of prevailing understanding and theories of public administration for being normative non-ecological and idiographic.
This need improvement
Quote Golembiowski

→ So, CPA started from no solid background to build a comprehensive & universal theory of public administration.

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But, it developed none. It means, it was unable to bring the promised universal theory of public administration due to following →

① It remained elitist in approach.

② ~~classification anchored to west as diffused society~~

→ Hence, biased start

② It failed to find common thread among various administration across globe. Rather, it got lost in platform of classification like prismatic, diffused, diffused, etc.

③ It was able to highlight the inapplicability of west administrative model on Eastern countries but could not suggest any suitable mechanism.

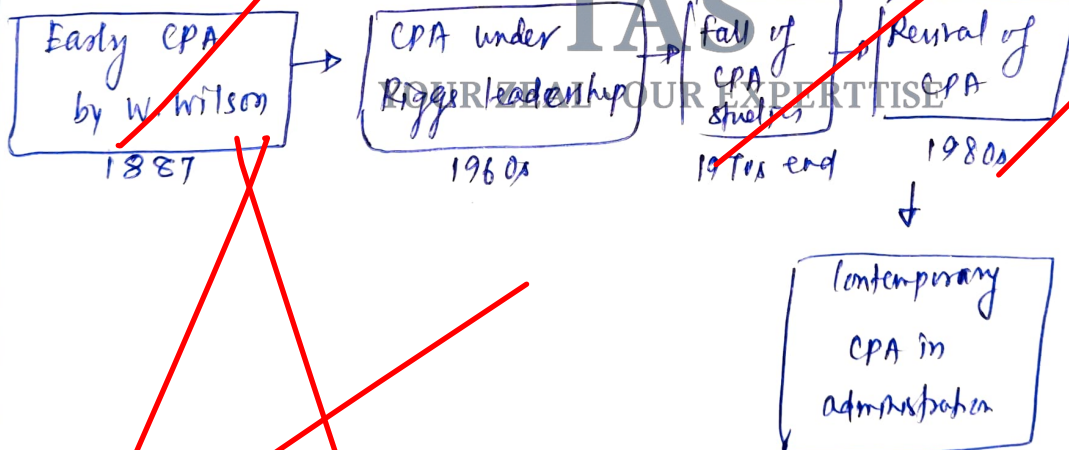
Hence, it would be apt to say that CPA ~~was~~ aimed to bring paradigm shift in study and practice of public administration. But, it was lost in jungle of jargons and could not trigger further dreamlined study.

Q1

The growth of Comparative Public Administration (CPA) is a continuing process and is of reference for both operational and academic study of public administration. Discuss (10M)

CPA studies saw concentrated focus in between 1960 to 1980s. But, in this globalised world, CPA is a continuing background process.

CPA continuing process



Reference for operational purpose

① To improve quality of service delivery

② Citizen Charter adopted in India from UK

② To improve transparency in public administration

(Ex) RTI Act 2005.

Again why only governance dimension

③ To improve social accountability for developmental project

(Ex) Social audit in MGNREGS.

④ To improve efficiency of administration

(Ex) Adoption of PERT, CPM, MTS, etc. management practices.

What about comparative studies of bureaucracy in operational aspects like Riggs did

CPA for academic study

① It has helped in giving theoretical basis to transition in approach of administration.

② It has helped in shedding non-ecological and biasedness from theoretical development of public administration.

Hence, CPA continues to be relevant as problems of world are becoming transboundary (terrorism, climate change, etc.)

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Q2

The prismatic sala model is sufficient to describe the Indian Administration. Examine critically. (20M)

Prismatic sala model was proposed by W. Riggs for administrative model of developing countries.

What is prismatic sala model?

As per Riggs, this model has following characteristics →

Heterogeneity

• This means

existence of two contrasts simultaneously.

formalism

• The difference

between actual practice and stated objective

overlapping

• The mixing of two ideal approaches.

Is it sufficient to describe Indian Administration?

let us examine this on basis of above mentioned characteristics →

① Heterogeneity

→ Police officer arresting accused on complain of vulnerable section.

→ At the same time, s/he releasing someone

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on basis of political pressure rather than on basis of court order.

② formalism

On ~~paper~~, certain officials are supposed to work 8hr but police personnel working day and night.

③ overlapping

Promotion of nepotism for few ~~and~~ merit system for others.

Hence, it can be inferred that Indian Administration does have characteristic of prismatic state model.

But, Indian ~~Administration~~ can't be type-casted into a single model. It is because —

① It ~~has~~ evolved and adopted modern tools and technique

② 360° appraisal

③ It has now allowed shedding of officials in special circumstances.

④ Compulsory retirement to Odisha ITO's office on corruption charge

⑤ Adoption of e-tendering

④ more transparency through RTI and why to push governance everywhere
accountability through various agencies like
CVC, CBI, Lokpal, etc

states why, Indian administration characteristics can't
be fully captured by single prismatic salu model.

If just capture some portion of larger
picture of Indian Administration.

Q1

The immediate contribution of 'Development Administration' is its exposure of the administrative obstacles to the planning and implementation of development. Comment. (15M)

Development administration^(DA) includes development of administration and administration of development as well.

Contribution of DA

Development of Administration (DOA)

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→ The major bottleneck in development of administrative capacity, process and technique is bureaucratic mindset like status-quoism, red-tapism, rigidity, etc.

• DOA helps in adopting such tools like

ICT, Artificial Intelligence (AI), Data Analytics, 360°

Appraisal, etc after proper plan and budgeting.

Administration of Development (AOD)

→ AOD helps in identifying the problems which have direct and immediate relation with

administrative machinery

for reference

indifferent attitude, irregular DPC (District Planning

Committee meeting), etc - restrict the participation

in process of development.

→ DA helps in better plans like idea of

citizen charter, social audit, self help group,

social audit unit (SAU), etc to push administrative

machinery to act promptly.

Hence, DA infuse accountability in

the administrative machinery by adopting

bottom up approach in planning and decentralised

You have to write how da exposed to obstacles to planning and implement Not just Riggs views on da

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Again why to keep putting these aspects in every answer

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प्रश्न संख्या
(Question No.)

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in this part)

approach in implementation /



**ZETA
IAS**

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Q2

Anti-development Thesis is not against the concept of development but it opposes on the application of western development ideas and theories on the development programmes and projects of the third world countries. Discuss. (20M)

Anti-development thesis was reactionary thesis to oppose the parochial, eurocentric and ethnocentric concept of development anchored to western idea.

The following massive concept of development gave rise to anti-development thesis →

① Truman (US 33rd president) after world war-II presented western lifestyle as benchmark of development. Too much background

He advocated that west is happy and developed. The decolonised nations should adopt western administration, economy and lifestyle.

② In short, WEST = DEVELOPMENT

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The following anti-development theory opposed western hegemony →

① Dependency Theory

It advocated that Eastern developing countries are dependent on developed nation of west. This theory exposed the all round dominance of west.

② Fundamentalism

The imposing of western culture brought fear among the local people of losing their own identity.

②A Iranian revolution against US hegemony.

③ Feminism

Women also could not relate the male dominated west economy and polity.

③A ~~reversed~~ Demand for "women and development"

than "women in development" approach from policy maker.

④ Environmentalism

west adopted process which led to indiscriminate
exploitation of natural resources.

Similarly, many other ideologies of anti-development
thems opposed the western view

They accepted development which brought
better health, well being, happiness and ease of life.

Hence, Anti-development thesis have real meaning to

the idea of development which suffered from
new initiatives like efforts for climate change, etc /

But are they workable can the
development model of west can
be totally sidelined ?

Q1

Discuss the market versus state debate. The market has become the new icon of developmentalism. Comment. (10M)

Market versus state debate is more than century old.

Market Vs State Debate

Laissez faire
concept - invisible
Hand of market!

Adam Smith gave
prominence to market

ZEAL
EXCELLENCE

TEJAS
ACHIEVEMENT

Great Depression
of 1929

Keynes idea of
state role in
ensuring proper
economy

New Public
Administration,
Waldo
emphasised
on concept of
welfare state

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Good governance
paradigm by
World Bank

Importance of
state central

Roll back of
state,
Small &
Strong state
New Right philosophy

New Public Man-
agement,
advocacy of
market orientation,
& management

Today, after 2008 sub-prime crisis and covid-19

shock, it is settled matter that state can't be neglected!

Market can effectively function if state is there.

for needful interventions.

Market: Lion of developmentalism

→ A vibrant market can help in efficient
utilisation of resources.



This will boost economy



This will enable more expenditure on

infra & social development projects

This part need improvement

In today's time, governments are fiscally constrained.

and aspirations of people are growing exponentially.

Hence, market can directly or indirectly enable

people & government to achieve developmental

goals like SDG.

Q2 Self Help groups enable women to realise their full potential in some spheres of life. comment. (15M)

Self Help groups^(SHGs) are groups in which people from homogenous background come together for common objective to support one-another. gov. of members in SHGs are women.

SHGs enable women to realise their full potential in following ways →

① Economic

→ from unpaid household worker, SHGs help women

to become engaged in productive economic activity.

(Ex) Women of SHG starting cloth mask making activity.

→ The habit of regularly saving also help women to face uncertain times.

→ The training and loan facility through government scheme make them active participant in economic activities.

② Social

→ It enable women to gain their due status, and dignity in family. Hence, they can make right choices for themselves.

③ Political

→ SHGs also make women more aware about politics and elections.

→ SHGs provide a platform for women to use their bargaining power in election and local level policy making.

④ Administrative

→ SHGs enable women to meet officials from administration and voice their concerns which limit their self development/growth.

The SHGs are potential enablers for women empowerment which is evident from Kudumsree (Kerala mode). But, due to political, administrative

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and social mobility in many states like Bihar, UP, etc.
Steps have shown sub-optimal benefits for women lives.



ZETA IAS

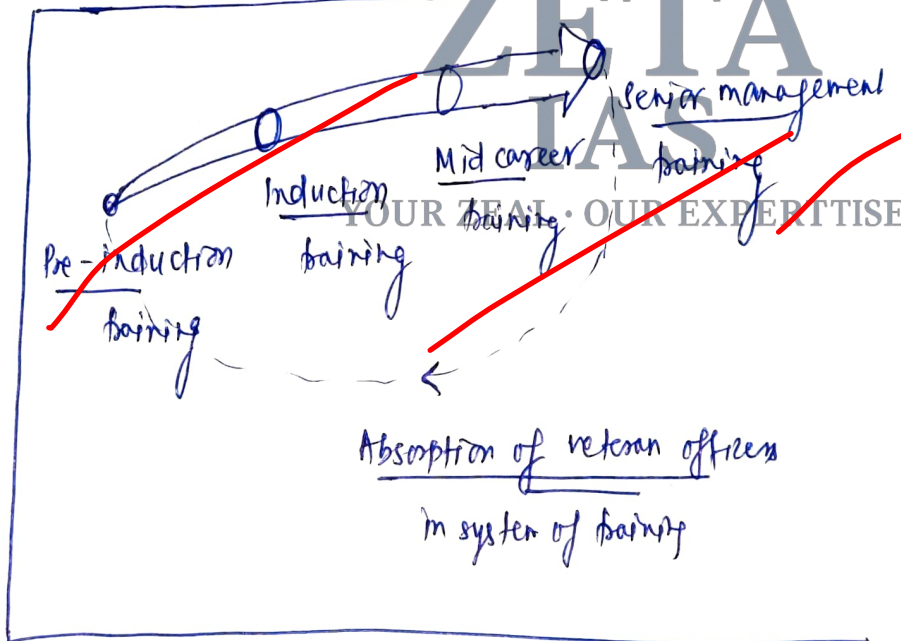
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Q1

Examine the system of training and capacity building in the civil services in India. (20M)

Training in the civil services involve knowledge expansion, competence upgradation, capacity building and development of right attitude towards service.

System of training in the civil services in India



In India, pre-induction training is not available in central or state civil services in line with that of NDA (for defense).

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Induction

↳ For AIS and other civil services recruited through UPSC, Induction is conducted at different institutes in Delhi, Hyderabad, Mussoorie, etc

o This involve lecture, demonstration, case study and field experience.

↳ But, state civil services have induction but **Generic** the scope is very limited.

Mid Career Training

✓ This system is not institutionalised in human resource management in Indian civil services at state or center level.

✓ It is more based on ad hocism.

✓ Even, foreign tour trainings are mainly dominated by very senior personnel who are least interested in content of training

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Senior management training is not prevalent. If present then also involve short term programme.

In light of such state of affairs in training system, the capacity building process is not systematic process through out civil services in India.

Solutions to upgrade system of training

- Compulsory induction training for all civil services (AFC-III)
- Multi-level and career training (Vengadhar & Sureshdramani Committee)
- foreign exposure training at early stage in career
- Training institute not to be treated as punishment posting
- National training policy and Institute for scientific design of training modules

Hence, training system need to be upgraded to build capacity and right attitude among civil servants.

Q2

What is Emotional Intelligence? How can it be associated and incorporated in the culture of officers of the civil services (10M)

Emotional Intelligence ^(EI) is the ability to accurately identify one's own emotion and others as well. It also involve calculated response to external situation.

It can be associated and incorporated in the culture of officers of the civil service in following ways →

① Association with civil services

→ EI relevant in making better policy and taking empathetic decisions

→ EI can play crucial role in establishing functional communication link with people.

→ It can help in motivating subordinates

→ It can also help officials to manage stress and constructively behave with public.

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Means of incorporation in civil services

- Through sensitivity training (T-group training) of Chavis' Angyans. This can help in identifying own limitations and being tolerant towards others weakness.
- Through field assignments under comprised officers.

Good ans (Bn) Seeing is believing

- Through regular interaction with public which can help in shedding irony lower approach.

- Incorporation of EI related field in APAR (Annual Progress Appraisal Report) for appreciation of feedback.

Hence, EI in culture of civil services should start from individual and end at organisational level in bringing right orientation in behaviour and practices.

Day 22 / Ch-9

U.P.S.C.

00

Comment upon the challenges in improving the administrative ethics. (10m)

Administrative ethics are set of public service values and norms which help administrators to decide what is right and what is wrong.

Challenges in improving the administrative ethics

Internal

→ The long tradition of accepted norms are

not regarded as wrong.

① Rampant practice of using official vehicle for personal use

→ 'Chalta Hai' attitude

→ less incentive for being ethical in public service

External

→ The fallen ethical standard of society reflect in administration

→ Criminalisation of politics affected the courageous attitude of administration.

→ Politisation of administration

② Day to day interference by local MLAs/MPs

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→ Ineffective internal
mechanism of audit
and disciplinary
committee.

→ political patronage
Cop, poa and
this are
basically one
point only
of agencies like CBI,
CVC, PD, etc.

These challenges can be overcome by following →

① need for code of ethics for both bureaucrats and
ministers. (MPP-II)

② compulsory visit by field officials in villages
can make them aware of hardships and
impact of administrative decisions taken in offices

③ Doing away with 'permission' practice to prosecute
bureaucrats.

Ans is very shallow
Simple qs site properly
Hence, administrative impo can be improved by taking
preventive, punitive and incentive based steps.

Q.1

A code of conduct for public servants is far more than a list of legalistic prohibitions. It is a powerful tool for decision analysis and a call for excellence in the profession.
Elucidate. (5M)

Code of conduct ^(COC) is document which contains list of dos and donots in discharge of duty by public servants.

Code of conduct Vs legalistic prohibitions (LP)

COC is better than LP due to following reasons

① LP can't be exhaustive. Hence, what are not prohibited implies those are allowed.

Whereas, code of conduct (COC) is broad having wider horizon.

② COC contain dos also. Hence, it give confidence to public servants about their actions.

Whereas, doing what is not prohibited

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as per list of LP can be questioned / challenged on
basis of other statute provision or constitutional provision.

③ CoC brings coherence in actions of various bureaucrats occupying same position as CoC act
as guiding source.

Hence, Impersonality can be attached
in functioning with help of CoC.

④ It also decreases chance of discretion whereas LP list
give chance of discretion which can be misused.

CoC
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tool for decision analysis

Since, it contains dos & don'ts,
decision can be broken into
parts and checked whether
they fit the letter & spirit of
CoC.

Call for excellence in
profession

CoC enforces minimum
standard of performance,
and ethics in functioning.

Hence, it builds the
foundation of organisation
in public affairs.

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(A) Taking gift from special
envoy from foreign country.

LoC will help in deciding

the correctness of this
action as per laid guidelines.

(B) Repeated set actions
and behaviour build
good culture in
office.

Hence, legalised prohibition put upon bureaucrats' functioning. Whereas, LoC act as
facilitator and source of guide for best
possible action in given situation.

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day 23
Q1

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इस भाग में कुछ
न लिखें
(Don't write anything
in this part)

Public policy is the authoritative allocation of values. Explain. 10m

Public policy making is value laden exercise. It involve calculated allocation of resources to different sub-goals of the policy based on driving value system.

Public policy is the authoritative allocation of values due

to following →

Who is the authority ??

Govt it means it's the govt which decides what should be

① Government policy driving towards certain

groups indicate the value of the government

(Eg) Repeal of farm laws indicate sensitivity toward

farmer cause

② Public policy also involve addressing mispractices to ensure protection of vulnerable section.

(Eg) MDT (Medical Pregnancy Termination) Amendment Act aim to restore dignity and autonomy of women.

③ Similarly, govt under budgeting policy indicate value Not appropriate in regards to emphasis on the cause of women empowerment.

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- ④ The public policy also try to interference into the value system based on personal matters.

Why in each point you are focusing on values only

eg Public Policy interference establish the a value practice for protection of Muslim women.

- ⑤ Similarly, SC/ST ~~to~~ Amendments try to establish a better value system in society based on dignity of humans.

Hence, the public policy has many a times legal or constitutional backing which make value allocation in society authoritative.

Due to the several factors, the usefulness of the system model for the study of public policy is limited. Explain. (15M)

The system model for the study of public policy aim to give a detailed insight into the interactions of sub-policy goals.

Explain systems model properly first

The factors which limit the usefulness of system model in the study of public policy →

- ① System model brings complexity to the study of public policy.
- ② It tries to bring determinism in the study of public policy.
→ Hence, dynamism involved in public policy gets difficult to be modelled.
- ③ The public policy outcomes are many dimensional. Hence, system model fail to establish clear cut relationship

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between input and many intended outcomes

④ The temporal and spatial variability of public policy

also can't be effectively captured through
system model approach.

Due to these limitations, contingency approach or

ecological approach to study the public policy can

help in establishing organic relationship between

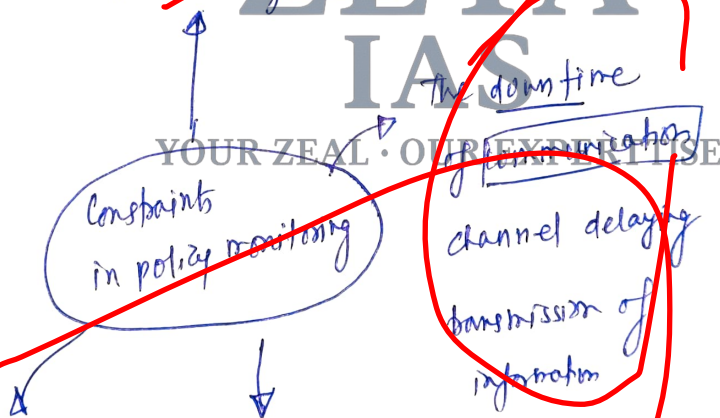
inputs & multifaced outputs.

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Q1. Discuss the constraints in policy monitoring and identify the remedial measures for effective monitoring. (15M)

Policy monitoring is most crucial part of policy cycle.
Explain this properly
It involve regular update on key policy performance indicator.

Lack of adequate
personnel on the field
to provide regular update.



Language barrier in smooth interaction between different stakeholders.

Why to write what are the limitations in communication

for real time monitoring framework.

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Remedial measures for effective monitoring →

- ① Adequate deployment of human resource on the field
- ② The 24x7 working communication link between field and head quarter (Directorate)
- ③ Inbuilt provision for language barriers and barriers to field staff.
- ④ The simple indicators to give insight into status of policy implementation
(Eg) SAMADHAN dashboard for Left Wing Extremism (LWE) targeted activities.

Moreover, effectiveness of monitoring can be ascertained only when there is provision for forward & backward feedback system about the observed deviations.

Q2

It is said that Policy analysis may not provide solution to society ills, but it is still an appropriate tool in approaching Policy questions. Assess this statement. (15m)

Policy analysis is study of past, present and future policies to bring out inferences and conclusions from the key performance indicators.

It may not provide solution to society ills because

of following →

① Policy implementation's success and failure true reasons are not always well documented.

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② The objective of many policies are very limited and hence, policy analysis can't capture whole spectrum of social ills affecting the policy outcome.

③ The elitist policy making and implementing approach leave any scope for giving space to collect social ills.

(Eg) Public toilet facility on paper working but in reality, female can't come out and use them.

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But, despite such challenges, policy analysis can capture the periphery of social ills. This supported by other survey like NSO survey, census survey, NFHS, etc can certainly help in getting to the core of social ills.

Policy analysis : appropriate tool for policy questions

In fact, policy analysis is meant for approaching policy questions. It can be understood from following →

① Past policy analysis can help in devising such inferences which can refine future policy goals and implementation strategy.

Club this in one point

② Present policy analysis can help in finding out answers to many policy questions and can help in reorienting the efforts.

③ Future policy analysis can give view of future outcomes. Eg NBP-2020 analysis to find out educational

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outcome of 2035.

Hence ~~policy~~ analysis can help in addressing policy
questions (goal, objective, status, etc) but it can also
take closer to the problems of social ill /



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